



# Chesterfield County, Virginia

announces recruitment for the position of

## Deputy County Administrator for Finance and Administration

*A great place to  
**live***



***work***



***play***



***and learn***





## Living, Learning, Working and Playing in Chesterfield County

### Strategic Location

Chesterfield County is ideally located in the mid-Atlantic region of the United States. This strategic location on the eastern seaboard is a valuable asset. It puts local businesses halfway between the markets of the north and south, within a one-day commute of 50 percent of the U.S. population, 65 percent of the nation's manufacturing operations, and 60 percent of the corporate headquarters in the country.



Chesterfield County is part of the Richmond/Petersburg Metropolitan Statistical Area and is bounded by the cities of Richmond, Petersburg, Hopewell and Colonial Heights. Situated between the James and Appomattox rivers, Chesterfield's land area totals 446 square miles and consists of a pleasant mix of suburban communities that are within a two-hour drive of Virginia beaches, the Blue Ridge Parkway and Washington, D.C.

Chesterfield County is the largest locality in the Richmond/Petersburg MSA and the fourth largest county in Virginia. Growth is expected to continue in Chesterfield that will result in a projected increase of more than 75,000 persons by 2040. As of January 1, 2017, the county had approximately 340,000 residents. About 69 percent of the population is White, 23 percent is Black or African American, 8 percent is Hispanic or Latino, 3 percent is Asian, 3 percent is classified as "two or more races" and 2 percent is classified as "some other race." The median age of a county resident is 38 years.

Chesterfield's climate provides generally mild winters and warm, humid summers. An average year provides 206 clear days and 114 days of precipitation (including 10 inches of snow). January has an average temperature of 27 degrees and July has an average temperature of 89 degrees.

### Safety and Security

Public safety is a top priority for Chesterfield. Police, Fire & EMS, Sheriff, and Emergency Communications Center work in partnership to provide a safe and secure community, which preserves the highest quality of life for our residents. Chesterfield County is also proud of its progressive juvenile justice system, which works in conjunction with the criminal justice system, to help ensure public safety while supporting rehabilitation.

Chesterfield is devoted to ensuring the safety and security of the community through prevention, readiness and professional response, which require appropriate public safety staffing levels. The 2017 public safety workforce statistics include:

- Police department has 607 full-time employees.
- Fire & EMS department has 500 full-time employees.
- Sheriff's Office has 261 full-time employees.
- Emergency Communications Center has 78 full-time employees.

The county's public safety workforce is among the best in the nation. Recruitment and retention of quality public safety professionals is an ongoing priority.

### Educational Excellence

Education is another top priority in Chesterfield. The county is responsible for its own public school system under the direction of an elected school board. With more than 59,000 students, it is the largest school system in the area and has established innovative, state-of-the-art programs to challenge all students at all levels.

### Financial Integrity and Stability

Chesterfield County is one of fewer than 35 counties in the nation to hold **AAA ratings from all three major bond rating agencies**. This status reflects exceptional management of financial operations and conservative fiscal policies. The Chesterfield County Utilities Department is one of only a few water and wastewater utilities in the nation to have achieved **AAA ratings on its revenue bonds from the three top rating services**. The highest of bond ratings recognizes the Utilities Department's excellent financial profile, low debt burden, manageable capital plan and affordable rates as the keys to the department's success.

The county holds both the **Award for Distinguished Budget Presentation** and the **Certificate of Achievement for Excellence in Financial Reporting** from the Government Finance Officers Association. The FY2018 budget for the county totals \$1.37 billion, with the two largest components of the budget being the county's general fund (\$742.1 million) and the school fund (\$682.3 million). The county's net assets of approximately \$1.5 billion are distributed throughout the county.

## Accessibility

### Transportation and Commerce

Chesterfield County's road system is a model of efficiency and convenience, with the county's main business corridors providing easy access to I-95, I-295, I-85 and I-64. The interstate and beltway system within the county can handle today's traffic flow without the gridlock experienced in other metro areas. The Chesterfield County Airport is the executive gateway into and out of the Greater Richmond area, and business and personal fliers have long preferred the county's



airport for its convenience and personal attention. Also easily accessible is the Richmond International Airport. Rail services, including CSX and Amtrak, are readily ac-

cessible, no matter where you live or work in the county; and, in addition to deep-water industrial sites within the county, the Ports of Richmond and Virginia are within easy reach.

### Digital Community

Chesterfield placed first on the Digital Counties Survey for the third time in the past six years. The county has been named among the top 10 counties nationwide five times in the past six years. This award recognizes Chesterfield's innovation in the use of technology to proactively address resident needs and expectations. As a digital county, Chesterfield recognizes that technology strengthens and connects the community.



### Leaders in Healthcare

Chesterfield County residents have access to exceptional medical care, with leaders in the healthcare and medical research industry. There are more than 2,000 physicians, 4,000 hospital beds, a trauma center, a major cancer center and a major medical school in the region.

## Caring Community

- With a growing aging population, Chesterfield County recognizes that older adults want to live active and independent lives. The county offers a valuable resource, The Senior Advocate Office, which serves residents, ages 60 and older, their family members and caregivers and provides information and referral services related to aging, caregiving and disabilities. The county is a collaborative partner working with other organizations to meet the needs of older residents.

- The county has a long-term commitment to reinvesting in its older communities and commercial areas to help maintain the vitality and high quality of life known within Chesterfield County. The school-based revitalization approach targets public investment in older schools, as well as supporting capital and community improvement projects in surrounding areas. In 2013, Chesterfield County voters approved a \$304 million bond referendum to support school facility improvements.
- The county has been recognized as one of the 100 Best Communities for Young People because of its efforts to ensure that young people graduate high school and go on to lead healthy, productive lives. These efforts are advanced through the Communities in Schools mentoring program and the Chesterfield Youth Services Citizen Board, which provides young leaders with the opportunity to have a voice regarding youth related issues by planning programs and offering policy recommendations to the Board of Supervisors.

## Life Long Learning

### County Residents

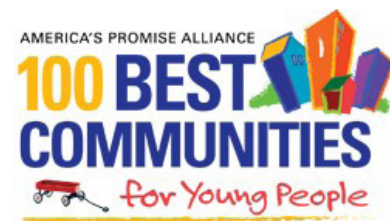
Chesterfield County Public Library (CCPL) is an award-winning 10-branch suburban public library system that annually helps hundreds of thousands of residents transform information into usable knowledge through a hands-on learning approach. This transformative learning experience enables residents of all ages to work with professional staff who provide access to up-to-date material collections in a variety of formats; aid in the use of hands-on, self-service digital resources and networks that allow residents to expand their knowledge base; and assist them in finding and interpreting information. In addition, the county's 10 library branches provide meeting space for hundreds of community organizations every year, and programs and events see over 60,000 attendees. The library also features small business centers, makerspaces, and serves as an important resource in disaster relief and preparedness.

### County Employees

Chesterfield is currently among the leaders of local governments providing in-house development opportunities for 4,256 county government employees and 7,532 schools employees. Investing in the staff's professional development has produced an outstanding workforce that consistently delivers quality services in an efficient manner. Grounded in the county's mission, the Learning & Performance Center provides a wide variety of developmental opportunities to county employees while offering consulting services to enhance organizational effectiveness. Services focus on eight core competencies that enhance career development; reinforce employee performance expectations; drive the business strategy in departments; and encourage continual improvement of services to the residents and other customers of the county.

## Award Winning County

- Chesterfield County received **17 achievement awards from the National Association of Counties (NACo)** in 2017.
- Chesterfield County received **2 achievement awards from the Virginia Association of Counties (VACo)** in 2016.
- In 2014, Chesterfield County achieved a ranking of **22 on Training Magazine's Top 125** employers in the nation that provide outstanding employee development opportunities.
- In 2012, for the sixth time, Chesterfield County was designated as one of the **100 Best Communities for Young People** by America's Promise-The Alliance for Youth.
- Chesterfield County received the **Diversity All Star Award** from the Greater Richmond Chamber of Commerce and the Richmond Human Resource Management Association in 2006.
- In 2004, Chesterfield County was selected as the **17th Best Place to Live in America** by American City Business Journal.
- Chesterfield County received the **Award for Continuing Excellence (ACE)** in 2004.
- In 1994, the county received the **Gold Medallion Senate Productivity Award**.



## Chesterfield County Government

Chesterfield County provides complete local government services, including public water and sewer utilities, mental health support services, fire and emergency medical services, sheriff and police protection. The county contains no incorporated cities or towns. It is divided into five magisterial districts, each of which is represented by one supervisor elected to serve four years.

These officials form the Board of Supervisors, the legislative body of the county. The Board of Supervisors elects a chairman from its membership for a one-year term. The Board appoints the County Administrator, who serves as the county's chief administrative officer under the board's direction.

The Board of Supervisors is responsible for establishing local public policy, raising local resources for the support of public programs, and overseeing the conduct of the county's affairs through its appointed administrative officials. County government, as a political subdivision of the state, also assists in the local implementation of state laws and programs.

## Chesterfield County Board of Supervisors



**Dorothy Jaeckle**  
Chair  
Bermuda District



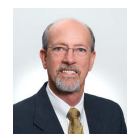
**Leslie Haley**  
Vice-Chair  
Midlothian District



**Christopher Winslow**  
Clover Hill District

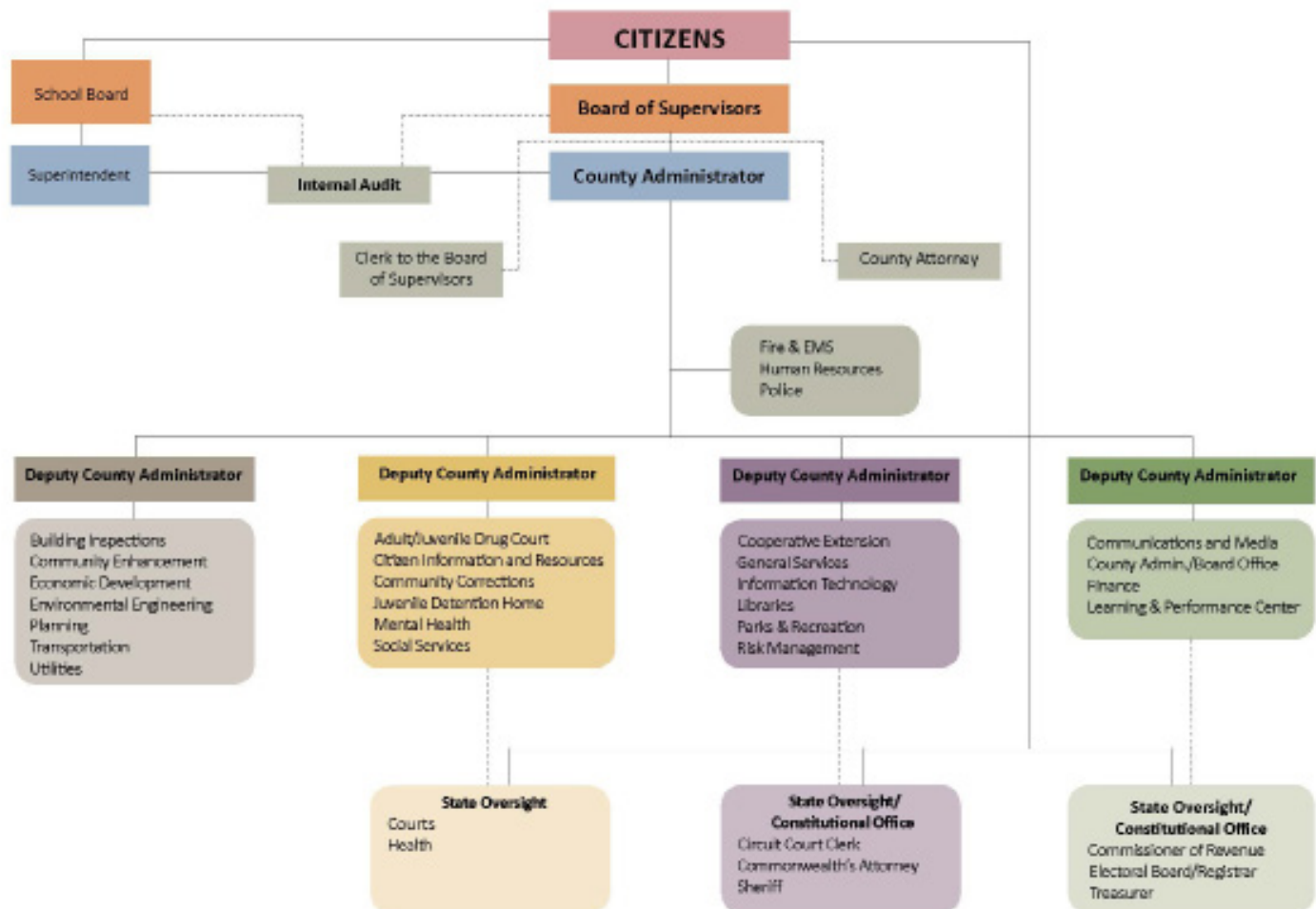


**James "Jim" Holland**  
Dale District



**Steve A. Elswick**  
Matoaca District

## Chesterfield County Organizational Structure



## Chesterfield County Strategic Plan

### Mission

Providing a FIRST CHOICE community through excellence in public service

### Vision

To be an extraordinary and innovative community in which to live, learn, work and play

### Values

Results, Innovation, Service, Ethics

**blueprint**  
CHESTERFIELD



Model for excellence in government



Safety and security



Economic prosperity and educational excellence



Healthy living and well-being



Thriving communities and environmental stewardship



## The Position

### Deputy County Administrator

The Deputy County Administrator leads the operations of the Finance and Administration division of county government. The incumbent supervises and coordinates the operations of the County Administrator's Office and the Clerk to the Board of Supervisors' Office to ensure integrated support and interaction with the County Administrator, Board of Supervisors, employees and residents of the County. The Deputy County Administrator also serves as the liaison to the Commissioner of Revenue, Treasurer and Registrar. The position provides strategic direction and supervision to major county functions such as Intergovernmental Relations, Learning and Performance Center, Communications and Media, and the Finance team (Accounting, Budget & Management, Purchasing and Real Estate Assessment), special events and the Committee on the Future.

The Finance and Administration division employs approximately 160 staff members and its departments provide related services for county government and select services for the school system. The Deputy County Administrator advises the County Administrator, recommends policies, and sets priorities for consideration by the Board concerning the provision of programs and services administered by the Finance and Administration division. The Deputy County Administrator ensures compliance with federal, state and local laws and ordinances as well as maintains open communication with various sectors of the community, such as the legislative delegation, business community, area governments, regional partners and county residents.

## The Ideal Candidate

The ideal candidate will be dynamic, innovative and experienced with a variety of governmental services and programs at the senior management level and have a proven record of success in quality and efficient service delivery. The ideal candidate will also have a strong financial background as well as extensive knowledge and experience in county government administration.

## Professional Skills and Management Style

- Develops and maintains good public relations with Board of Supervisors, county leadership, regional leaders, community groups and citizens
- Understands diversity, ability to communicate with various constituencies with sensitivity and genuineness
- Strong and enthusiastic in presenting ideas, while being respectful of others
- Excellent analytical skills yet creative, an idea person
- Self starter, hard working and a producer
- Team builder and a people person
- Fair in approach to decision making yet firm in application of policies, rules and laws
- Ability to manage with confidence and courage to do what's right, even in the face of adversity

## Professional Skills and Management Style (con't)

- Flexible and able to adjust to changing leadership
- Strategic planner/thinker
- Organized and timely in response to requests for information from all sources

## Personal Traits

The ideal candidate for this position will possess these personal traits:

- Ethical with high moral standards
- Honest, trustworthy, open and candid
- Loyal
- Accessible and approachable
- Proactive in responding to issues
- Good listener, responsive to county leadership and staff concerns
- Visionary, global thinker, willing to be creative and think outside the box
- Compassionate
- Self confident, tactful, discrete, diplomatic
- Consensus builder

## Performance and Expectations

### Budget and Finance Skills

Ability to successfully manage and understand complex financial information including budgets, documents, automated systems and activities. Strong working knowledge of infrastructure financing, cost estimating and fiscal management principles and procedures.

### Administrative Ability

Must have demonstrated performance in working with staff to build consensus and the ability to select well qualified and motivated division heads. Excellent communication skills are required, including the ability to listen to and communicate with various segments of the community, while developing a strong relationship with the management services division. The Deputy County Administrator must be willing to devote whatever time is necessary to achieve the goals and guidelines established by county leadership. Knowledge of how to effectively use existing community resources and strong leadership qualities are extremely important.

### Human Resource Leadership

Must demonstrate the ability to effectively communicate the Finance and Administration division's goals and needs to county leaders, division heads and county employees. Must be prepared to motivate employees and demonstrate fairness with staff. Should have demonstrated a commitment to teambuilding, equal employment opportunity, diversity and upward mobility of staff.

### **County Administrator/Board of Supervisors Relations**

Must develop and maintain strong working relationships with the County Administrator and Board members to keep them informed of financial data and technical processes. The Deputy County Administrator must be able to accept constructive criticism and to implement needed changes incorporating new ideas. Incumbent must be open and honest with the County Administrator and Board and be able to present well thought out recommendations to issues and problems which affect the locality. The individual must be able to work closely with the County Administrator to interpret and enthusiastically carry out the Board's vision and intentions in a timely manner.

### **Interagency and Multi-Jurisdictional Relations**

Must be able to relate to and develop a good working relationship with community-based interagencies and multi-jurisdictional boards and programs.

## **Future Challenges**

### **Accelerated Development of the County's Non-Residential Tax Base**

Chesterfield County has identified expansion of its commercial and business tax base to provide current and future residents with quality jobs as a top priority. County leadership will face the challenge of maintaining and building upon the county's reputation as a business-friendly community and developing and implementing new strategies that place Chesterfield County in a lead position to recruit high quality jobs to the county.

### **Growth Management and a Changing Community**

Chesterfield County continues to grow steadily, and the county's population is becoming more diverse. Household dynamics are also changing, including an aging population and the growth of non-family households. These population changes have significant impact on the type, expectations and nature of public services. As the county matures, opportunities and needs for revitalization of targeted areas are gaining importance. The county will face the challenge of developing and implementing strategies to positively manage new growth and attendant infrastructure needs, particularly those related to transportation; economic development; revitalization; and integrating new residents into the Chesterfield community and governance process. Revitalization efforts should complement the \$318 million school revitalization program.

### **Maintaining the County's Strong Financial Position**

As the needs and demands for services created by a growing population increase, and state and federal support for local government operations continue to decline, the county will be faced with the challenge of identifying potential sources of new local revenues and creative means of financing government services while ensuring that the county's strong financial position is maintained. There will need to be a greater focus on limiting the unnecessary expansion of federal and state government programs to avoid the cost that is often passed on to localities.

### **Preserving a High Performing, Top-Notch Workforce**

Chesterfield County has developed a high performing workforce centered on the principles of total quality management. Like most communities, a large number of county employees are approaching retirement eligibility. While the county has proactively taken on the issue and developed a variety of talent management and succession planning efforts to address the problem, continued emphasis on replacing highly experienced workers will be a significant challenge as the county competes for a limited number of employees in the vibrant economy of the Richmond region. In addition to the challenge of replacing employees who become eligible for retirement, the county also faces the challenge of retaining other quality employees who voluntarily leave to pursue other opportunities.

## **Qualifications**

### **Education and Experience**

- Bachelor's degree in business, finance, public administration, or related field is required; master's degree is preferred.
- Minimum of ten years of executive level public or private experience in a comparably sized or larger organization. Public sector leadership experience is a plus.
- Ideal candidate will have diverse leadership experience and show a high level of interest and successful achievement in public sector leadership. Background will include strong administrative and fiscal management, technology and other related experience.
- Experience working in a fast-paced, growing community or organization is a plus.

## Compensation and Benefits

Salary for the position is negotiable, based on qualifications and experience. The successful candidate will have access to a comprehensive benefits package to include:

- Virginia Retirement System
- Executive Leave Benefit
- Paid Holidays
- Professional Development Opportunities
- Tuition Assistance Program
- Employee Assistance Program
- Deferred Compensation
- Health and Dental Insurance
- Paid Time Off Benefit
- Group Life Insurance
- Short-Term and Long-Term Disability
- Long-Term Care Insurance
- Flexible Spending Accounts

## Application Process

The application deadline date is January 31, 2018 at 5 p.m.

Interested applicants should submit a confidential resume with cover letter and must include salary requirements to:

**Mary Martin Selby, Director of Human Resources**  
**Chesterfield County Human Resources**  
**P.O. Box 40**  
**Chesterfield, VA 23832**  
**(804) 748-1551**

Electronic responses are preferred and should be directed to [executivesearch@chesterfield.gov](mailto:executivesearch@chesterfield.gov)

An extensive background check and pre-employment drug test are required.

An Equal Opportunity Employer Committed to Workforce Diversity

### Opportunity to:

- Work for a nationally respected and award winning local government that values both team-work and individual contribution
- Become part of an outstanding and highly stable team of elected and appointed officials
- Lead a team of dedicated personnel consisting of experienced professionals
- Live and work in an exceptional community



**For More Information**

Visit [www.chesterfield.gov](http://www.chesterfield.gov)